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From Capability to Satisfaction: Examining the Crucial Knot of Person-Job Fit and Job Satisfaction in CBIC

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ABSTRACT

Identification of right person to execute the right job is always crucial for success of an organization. Thus, knowledge about dimensions and constructing components of person-job fit of employeesis essential for proper job design. Proper person-job fit enhances job satisfaction of the employees and organizational productivity as well. But to estimate the job satisfaction of the employees, knowledge about its dimensions and components are crucial. Besides this, suitable methodology is required to be developed to measure the interrelationship between these two attributes. The present paper aims to attain these bjectives where dimensions of both person-job fit and job satisfaction of the employees are estimated and an appropriate methodology has been developed to test their interrelationship. The study is conducted on the employees of Central Board of Indirect Taxes and Customs (CBIC) and the findings offers theoretical and practical insight which can provide guidance in further research and policy making.

Keywords: Person-Job Fit, Job Satisfaction, Demand-Ability Fit, Need-Supply Fit, CBIC, Public Sector.

1. INTRODUCTION:

The Fourth Industrial Revolution has commenced the integration of different digital technologies to make life easier and smoother.But in this process of making life easier for customers, working environments are becoming smarter and more complex. Within a very quick span of time, the dynamism of the process of the work has witnessed a sea change. The operational activities are changing rapidly every day and so is the required skillsets of the work force. Jobs are become more demanding and employees are continuously under the process of upgradation. Besides this, the requirements of the employees, for execution of a particular job is changing rapidly. Under such dynamic situations, the congruence between person-job fit and employee satisfaction are often getting diluted. This dilution is causing low level of employee productivity, low motivation and commitment from the employee side. Thus, maintaining a proper balance in person-job fit and high level of congruity with job-satisfaction is a must for every organization to thrive.

Person-Job Fit is an organizational psychological framework where employee skills and the job requirement are evaluated, matched. High Person-Job Fit is said to increase productivity, job-satisfaction and commitment, while the converse generates a negative outcome. The concept is studied from different aspects. Theoretically the concept is constructed by two dimensions, and they are Need-Supply and Demand-Ability Fit. While the first is related to demand of the required skillsets for performing a particular job, the other one addresses the professional as well as personal requirements and expectations of the employees for doing the job. The proper balance of these two is said to be critical for maintaining a proper Person-Job Fit and thereby maintaining organizational growth and job-satisfaction of the employees. Although theoretical studies in this field have identified the dimensions of these two concepts and also spoken about the importance of measuring their interrelationship with job-satisfaction, no suitable

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empirical evidence is available to support the theoretical propositions. Besides this, no suitable methodology has also been proposed by earlier researchers with regard to the estimation of these important factors.

The present study sets its objective to bridge these gaps. The study empirically identifies dimensions of job-satisfaction along with person-job fit and thereby provide empirical evidence to the theoretical structure. Moreover, a methodology has been developed in this study through which the interrelationship between these two important organizational factors has been estimated. Although most studies in this field are conducted on the employees of private organizations, the study is conducted on the employees Central Board of Indirect Tax and Customs (CBIC), which is a public sector organization. Thus, the novelty of the study and its findings are of greater value. The findings of the study could be useful for policy makers to set the levels of the variables of person job fit in such a level so that higher satisfaction is experienced by the employees and greater employee productivity could be achieved.

2. LITERATURE REVIEW:

The concept, P-J fit is associated with several other fundamental psychological dynamism of an organization and the related fields of human resource management and career planning and growth of employees. According to the theoretical proposition made by Edwards (1991), P-J fit is an analysis of the requirement of a particular job or work and ability of the employee, or their skill sets to address the requirement. From the perspective of organizational productivity and growth, this analysis is crucial, as greater person-job fit ensure higher level of productivity. Kristof (1996) was one among the pioneer researchers who explained the role of this fit in delivering several positive employee outcomes which includes job-satisfaction, higher levels of employee productivity and positive and high commitment towards the organization. A significant contribution in the field of estimation of this p-j fit phenomenon was done by the research of Cable and DeRue (2002). The researchers introduced the framework through which P – J fit could be measured. They also have identified it's two important dimensions, Demand–Ability (D – A fit) and Need–Supply (N – S) fit. Variables associated with the first one are related with the alignment between the requirement of the assigned task and the employees' ability to comply with the tasks' requirement. Conversely, variables associated with N – S fit speaks about the level of satisfaction that the employee receives by completing a particular job. This satisfaction may be achieved through attainment of several job-related benefits, such as compensation, opportunities of growth, working conditions and so on. The authors provided empirical support to validate the scale items. The study of Cable and DeRue (2002) also identified the importance of both of these fit measures in estimation of P – J fit phenomenon of the employees.

Erdogan and Bauer (2005) conducted a series of longitudinal study over the effect made by P-J fit on proactive behaviour and job-satisfaction of the employees. Relevant data were collected firstly from the faculties of Turkish school and also from the faculties of United States. The findings show that P–J fit has no impact over proactive behaviour of the employees. The study also found it's insignificant effect over satisfaction of employees derived from their jobs.

Iplik, Kilic & Yalcin (2011) studied the influences of both P-J and Organization-Fit phenomenon on several factors of job outcomes. The list of job outcomes includes commitment of employees towardsorganization, satisfaction of employees from their job, motivation of the employees and the level of stress of the employees. The study was conducted on selectedfive star hotel managers of Turkey and responses were received from 301 management respondents. The result identified that both of these phenomena has positively significant impact on the commitment and motivation of employees. But the research could not find substantialinterrelationship between both of these independent variables and job-satisfaction. Moreover, a negative correlation has been observed between them and the stress level of the organization.

Yong and Lirong (2013) tried to identify the impact of this fit phenomenon of person and their job and insecuritiesof job on creativity of the employees. The study was targeted to identify the mediating impact of creativity of the employees in the interrelationship between insecurities associated with the jobs and this fit phenomenon. Data were collected from 289 employees who were from different organizations. As a statistical technique, SEM is used for this research. The findings show that both person and job-related fit measures and uncertainty associated with job are negatively interrelated. But the relationship is found to be positive between person and job-related fit measures and creativity of the employees has been observed.

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Therasa and Vijayabanu (2016) have highlighted the influence of fit between person and job-related fit measures on the commitment related to employees. Their work also tried to identify the significant variables which are important for the P – J fit. 500 responses from employees of different organization and statistical techniques like EFA and Regression analysis were used. The findings show that higher level of P – J has higher amount of commitment. This significantly states that improper matching between the job profile and need of individual worker can cause lower commitment level. Besides this, the study has also identified that variables like reward, autonomy in decision making, compensations are important influencers of P – J fit.

Bui, Zeng, and Higgs (2017) tried to identify impact of both transformational leadership and person and job-related fit measures on the engagement related to the job. Data were collected from 691 employees of different Chinese organizations and SEM is deployed as a statistical technique. The findings identified transformational style of providing leadership has meaningful andstrong impact on the engagement related issues of the employees. But the interrelationship of employee engagement with person and job-related fit measures was identifiedas insignificant. Another attempt to identify the role of person and job-related fit measures, as a mediator between transformational approach of leadership of the employees and their engagement identified significant impact of person and job-related fit measures as a mediator.

Kerse (2018) tried to explore the interrelationship between person and job-related fit variables and job crafting of employees. This research study was conducted on the employees associated with the Turkish furnishing industry. The author deployed SEM to analyse the interrelationship. The study identified significant interrelationship between P – J fit and job crafting. This study has also added a new dimension in the literature of job crafting. The results of the study significantly highlight that organizations must concentrate of employee perception of P – J fit and craft their job accordingly to achieve higher productivity.

Sylva et al. (2019) examined the interrelationship between employee perception about P – J fit and their career initiatives. The research work has collected longitudinal data from 626 employees of different organizations. Applying parallel growth model, the study identified that person and job-related fit measures, particularly D – A fit has great impact on the career initiatives of the workers. It has been identified by the study that workers with lower level of D – A fit, tend to have higher level of career initiatives and also higher level of attrition. The reverse is applicable for the lower level of D – A fit, where low career initiative and lower rate of attrition is found.

Guo and Huo (2022) tried to explore the interrelationship between crafting of job and its engagement mediated by person and job-related fit measures. Their research was conducted on the tour guides of China and responses were gathered from 331 respondents. SEM was used as a statistical technique of data analysis. The findings show that person and job-related fit measureshas mediationimpact oncrafting and engagement of jobs. The work engagement of these tour guides increased with the increase of their P – J fit and which has also boosted their job engagement. Thus, the authors also suggested to enhance the meaningfulness of the job of the tour guides so that the engagement also increase.

Several studies on person and job-related fit measureswere conducted in the working population of India. **Chhabra (2015)** tried to identify the relationship between the concept of person and job-related fit measures with the outcome of the jobs. As outcome variables, variables like intention to leave the organization, satisfaction of the employees and their commitments were considered. Data were received from 318 respondents of Delhi and As a statisticaltest value of correlations was checked to estimate the interrelationship. The researcher applied Sobel test for findingmediation of person and job-related fit measures. The study identified that prominent relationship between the tested variables of job outcome and fit measures between person and their jobs exist. Bhat and Rainayee (2017) tested the interrelationship between employee training and performance variables with that of P – J fit measures. Data were collected from a group of 171 respondents and the SEM was used to check the interrelationship. The findings identified deep high correlation between the performance of the employees and their perception about their P – J fit. Moreover, significant interrelationship between choice of training and P – J fit is also identified. Dhir and Dutta (2020) conducted a quantitative study on the interrelationship among P – J fit, organization fit and with their level of satisfaction. The studies included SEM as a statistical tool. Data were collected from 320 employees of different

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organizations. The findings show that there has been good amount of relationship among the support of the supervisors in different job field, P – J fit and organization fit and level of satisfaction of the job.

Several research works in this field are also directed towards the interrelationship between person and job-related fit measures and job-satisfaction of the employees. **Kristof et al. (2005),** used meta-analysis as a tool on this topic and identified the similar result. Their study has identified that research works have proposed that there could be significant impact of fit from the perspective of demand and ability of job and employees respectively and also of their needs for execution of the job, and supply fit on the satisfaction of the employees derived from their job. According to the study of Jansen and Kristof-Brown (2005), a proper balance of Demand-Ability Fit and Need-Supply Fit can help in achieving higher level of Job-Satisfaction. This result was in unison with Cable & DeRue (2002), who proposed that higher Person-Job Fit can ensure several employee outcomes such as employee commitment to their organization, higher productivity, higher level of job-satisfaction and low turnover rate.

Vigoda-Gadot et al., (2010), in their study on public sector organization, over this similar domain, identified that although public sector organizations provide higher job security, provide employees opportunities of making provisions of personal development and growth and clarity of job role needs to be defined and communicated properly for achieving higher level of Person-Job Fit. Studies of Chatman (1989) and Vianen (2000) underscored dual avenues of job-satisfaction. According to their studies, employees feel more satisfied with their job while their ability matches with the requirement of the job. This satisfaction enhances to a higher level when organizations provide necessary support, reward and recognition for successful completion of their jobs. Wright & Davis, (2003) further elaborated on this and stated that high stress oriented public sector jobs need to have proper match of employee ability and demand of the job, as the mismatch of these two often results in employee dissatisfaction and can lead to low productivity and high turnover rate.

Although the studies conducted so far have significantly pointed out several horizons of the person and job-related fit measures and its interrelationship with job-satisfaction, certain areas are still required to be ventured to gain a deeper understanding. These areas are considered as research gaps which are as follows:

3. RESEARCH GAPS:

Although the literature in the field of P-J Fit and satisfaction of employees derived from the job embodies rich contributions of researchers, there are certain areas which requires further investigations. Based on these areas the following research gaps, objectives and hypothesis has been constructed:

RG_1: Despite extensive amount of research work on P-J Fit, there remains a lack of consensus on its constructing elements and dimensions, and their placement among D – A Fit and N – S Fit

RG_2: Although the identification of the dimensions of Job-satisfaction of the employees are done across different industries, similar studies are scarcely found in government organizations, particularly in CBIC

RG_3: Previous studies have inconsistently operationalized P-J Fit, often focusing on either D-A Fit or N-S Fit, without fully exploring their combined influence on employee outcomes such as job-satisfaction

4. OBJECTIVES OF THE STUDY:

RO_1: To identify P-J Fit dimensions and relevant items under each dimension

RO_2: To identify the dimensions of Job-Satisfaction of the employees of CBIC

RO_3: To identify the interrelationship between the dimensions of P – J Fit and Job-satisfaction of the employees of CBIC

5. HYPOTHESIS OF THE STUDY:

RH_1: Significant P – J Fitdimensions will be identified with proper distributions of items in them.

RH_2: Significant dimensions of employee job-satisfaction will be identified for the employees of CBIC

RH_3: Significant interrelationship between P-J Fit and employee satisfaction derived from

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their job will be identified for the employees of CBIC

6. RESEARCH DESIGN:

The study adopts both descriptive and analytical design. Quantitative methods were used throughout the study, enabling the collection of numerical data to ensure objectivity and generalizability. Collection of data followed Cross-sectional approach.

7. POPULATION AND SAMPLE:

Target population of the study comprised employees from CBIC. The study followed a two-step methodology. The first one involves the identification and validation of the required variables. In this stage, data were collected from 50 respondents. Once the identification of relevant variables was done, a structured questionnaire was designed with the identified variables. The questionnaire was then circulated to circulated to more than six-hundred employees of different zones of the organizations. Among these circulated set of questionnaires, 492 complete responses were received, which were used for the final data analysis.

8. DATA ANALYSIS:

Measuring the Interrelationship between Dimensions of P-J Fit and Job Satisfaction of the Employees of CBIC:

Estimation of Indices of P-J Fit Dimensions:

To estimate the interrelationship between the dimensions of person-job fit and the perception of the employees about the job-satisfaction, primarily the indices of the dimensions of the person-job fit has been estimated. Factor scores of the dimension of person-job fit have been considered as the index. Thus, the summated values of the factor scores of the items under D-AFit constructs its index. Thus,

Index of the D–A Fit =

Σ the factor scores of all the identified items under D-A Fit

Similar methodology is adopted for estimation of the index of need – supply fit as well,

Index of the Need - Supply Fit =

Σ the factor scores of all the identified items under Need - Supply Fit

Estimation of the Job Satisfaction Index of the CBIC Employees:

To estimate the index of the perceived Job-satisfaction of the CBIC employees, the factor score of Job-satisfactionis considered. Once the factor scores are estimated, they are summated to form an overall job-satisfaction index. Thus,

Overall Job-satisfaction index of the employees of CBIC =

= Σ the factor scores of each item under each factor under Job-satisfaction

Estimation of the Interrelationship between P-J Fit and Job Satisfaction:

To estimate the interrelationship between the Person-Job Fit and Job-satisfactionall the indices, i.e. the estimated indices of the dimensions of D-A fit, N-S fit and overall job-satisfaction index, has been used. A multiple regression analysis has been administered where the index of overall job-satisfaction score has been considered as the dependent variable and the other two indices of the dimensions of the person-job fit, has been considered as the independent variables.

The value of the adjusted R^2 has been considered as the explanation of the robustness of the model. The value of Durbin-Watson test was also estimated. A value of 2 or nearly 2 in Drurbin-Watson test indicates no autocorrelation. The values of VIF are also measured to identify whether the collinearity is posing serious problem to the predictor variables. The estimation of VIF is necessary to check the level of collinearity among them within a multiple regression. According to Norman R. Draper and Harry Smith (1998), cut-off value of estimated VIF is 5. Thus, as per their observation, variables with VIF < 5 should be included in the model.

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Finally, the values of Unstandardized Coefficients associated with each dimension of the person-job fit has been checked, with their corresponding p-values. If the p-values associated with each independent variable are found to be ≤ 0.05, the independent variableis consideredto possess a statistically significant impact on the perceived job-satisfaction of the employees. The value of unstandardized coefficients denotes the magnitude of the impact.

9. FINDINGS RELATED TO ESTIMATION OF P-J FIT:

9.1 Estimation of Reliability of Scale Items of Demand-Ability Fit:

As discussed earlier, the identified scale items related to demand-ability fit and need-supply fit has been tested through the values of Chronbach's alpha and the findings are as follows:

Table I: List of Scale Items Selected for measuring Demand-Ability Fit with the value of Chronbach's alpha

Name of the Factor	Items under the factor	Value of Chronbach's Alpha
Items Selected Demand-Abilities Fit (D-A Fit)	1. I_have_the_necessary_skills_and_knowledge_to_perform_my_duties_effectively_in_my_role_at_CBIC	0.791
	2. My_qualifications_are_well-suited_to_the_tasks_and_responsibilities_required_in_my_position_at_CBIC	0.773
	3. I_am_confident_in_my_ability_to_meet_the_performance_expectations_of_my_job_at_CBIC	0.729
	4. The_demands_of_my_job_are_well-matched_with_my_abilities_and_strengths	0.755
	5. I_am_capable_of_handling_the_workload_and_specific_tasks_required_in_my_role_without_feeling_overwhelmed	0.767
	6. My_role_allows_me_to_fully_utilize_my_professional_expertise_and_skills	0.807

Table II: List of Scale Items Selected for Measuring Needs-Supplies Fit

Name of the Factor	Items under the factor	Value of Chronbach's Alpha
Needs-Supplies Fit (N-S Fit)	1. My job at CBIC provides a level of job security that meets my personal needs	0.816
	2. There are adequate opportunities for career growth and advancement within CBIC	0.841
	3. My job aligns with my personal values and professional goals	0.866

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	4. The recognition and rewards I receive for my work at CBIC are sufficient to meet my expectations	0.839
	5. I feel my job at CBIC provides a good balance between work and life	0.882

The findings show that all the identified scale items have Chronbach's alpha value ≥ 0.7 and thus, this could be stated that all the scale items are statistically reliable.

Estimation of the Dimensions of Person-Job Fit

To identify the relevant dimensions under Person-Job Fit, a Principal Component Analysis was administered. The findings are as follows:

9.2 Findings of KMO test:

To check the adequacy of the sample size K.M.O. statistic was used. The findings are as follows:

Table III: KMO & Bartlett's Test

KMO Result		.881
Bartlett's Test	Approx.Chi-Square	5129.336
	dof	55
	Sig.	.000

Estimated KMO value is found to be 0.881 > 0.6 and confirms the adequacy of the samples size and thereby supports the continuation of factor analysis. The finding also exhibits that estimated p value of Bartlett's test, 0.000 which is less than 0.05 and specifies the correlation among the test variables and support further proceedings with EFA.

9.3 Findings Related to Communality of the Variables:

The factor analysis conducted on the employee responses from the Central Board of Indirect Taxes and Customs (CBIC) identified two key dimensions of Person-Job Fit: Demand-Ability Fit (D-A Fit) and Need-Supply Fit (N-S Fit). All items demonstrated sufficient communality values (above 0.4), indicating strong representation by the extracted factors. The analysis, based on eigenvalues greater than 1 and Varimax rotation, revealed that two components together explained 75.743% of the total variance—D-A Fit (64.467%) with six items and N-S Fit (11.275%) with five items. The items grouped under D-A Fit reflect employees' alignment of skills and abilities with job demands, while those under N-S Fit highlight the alignment of job offerings with employees' needs and values, thereby affirming the two-dimensional structure of Person-Job Fit at CBIC.

9.4 Findings of Dimensions of Job Satisfaction of the Employees of Central Board of Indirect Taxes and Customs:

One of the major objectives of the present research is identification of the dimensions of Job-satisfaction of the employees of CBIC, and the same have been identified in this research by administering a Principal Component Analysis. As discussed in the earlier chapter, the scale provided by Paul E. Spector (1985) was used to identify the dimensions of job-satisfaction of the employees. Among the thirty-six scale items provided by Spector, thirty-two have been statistically qualified with the test of reliability. The list of the identified thirty-two scale items with their corresponding values of Chronbach's alpha are as follows:

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Table VII: Identified Scale Items to measure Job Satisfaction of the Employees of Central Board of Indirect Taxes and Customs and their Corresponding Values of Reliability analysis		
Sl. No.	**Name of the Components**	**Values of Chronbach's Alpha**
1	I_feel_for_the_work_I_do_in_CBIC,_I_am_being_paid_a_fair_amount	0.833
2	Salary_increments_within_CBIC_are_too_few_and_far_between	0.877
3	When_I_think_about_my_compensation_in_CBIC,_I_feel_unappreciated	0.819
4	I_feel_happy_with_my_chances_for_salary_upsurge_in_CBIC.	0.777
5	Within_CBIC_there_is_really_very_small_probability_of_my_promotion	0.836
6	Employees_who_perform_well_in_CBIC_may_have_a_chance_of_promotion	0.811
7	Career_progression_within_CBIC_is_as_fast_as_in_other_government_organizations.	0.853
8	In_CBIC,_I_am_satisfied_with_the_chances_for_my_promotion	0.804
9	My_supervisor_is_quite_competent_in_managing_CBIC_operations.	0.822
10	My_supervisor_is_unfair_to_me_in_CBIC.	0.731
11	My_supervisor_demonstrates_very_little_interested_in_well-being_of_the_staffs_of_CBIC	0.779
12	I_like_my_supervisor_in_CBIC	0.786
13	Benefits_that_I_receive_as_a_CBIC_employee_does_not_satisfy_me	0.820
14	The_benefits_offered_by_CBIC_are_as_good_as_those_provided_by_other_government_organizations.	0.749
15	The_benefit_package_in_CBIC_is_equitable	0.758
16	I_have_a_feeling_that_my_work_in_CBIC_is_not_appreciated.	0.857
17	Those_who_work_in_CBIC_are_seldom_rewarded_	0.816
18	I_don't_feel_that_I_am_properly_rewarded_for_my_effort_and_work_in_CBIC	0.722
19	Many_CBIC_rules_and_procedures_make_performing_well_difficult.	0.779
20	My_efforts_to_perform_well_in_CBIC_are_seldom_hindered_by_red_tape.	0.711
21	I_have_too_much_workload_in_CBIC	0.736
22	In_CBIC,_I_like_my_people_to_work_with	0.747
23	I_find_due_to_the_inefficiency_of_some_colleagues_in_CBIC_I_have_to_work_harder	0.768
24	I_enjoy_working_with_my_coworkers_in_CBIC.	0.801
25	There_is_too_much_conflict_and_discord_in_CBIC_workplaces	0.895
26	I_sometimes_feel_that_my_role_in_CBIC_is_meaningless.	0.833
27	I_like_the_tasks_assigned_to_me_in_CBIC.	0.887
28	I_feel_a_sense_of_pride_in_contributing_to_CBIC's_mission.	0.734
29	My_job_in_CBIC_is_enjoyable.	0.778
30	The_goals_of_CBIC_are_not_clearly_communicated_to_employees.	0.861
31	I_often_feel_unaware_of_important_developments_within_CBIC.	0.878
32	Work_assignments_in_CBIC_are_not_adequately_explained	0.730

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The findings show that all the identified scale items have Chronbach's alpha value ≥ 0.7 and thus, this could be stated that all the scale items are statistically reliable.

Identification of the Dimensions of Job Satisfaction of the employees of CBIC

To identify the relevant dimensions of Job-satisfaction of the employees of CBIC, a Principal Component Analysis was administered. The results are as follows:

9.5 Findings of Sample Adequacy and test of Correlation Matrix:

To check the adequacy of the sample size K.M.O. statistic was used. The findings are as follows:

Table VIII: Results of KMO & Bartlett's Test for employee satisfaction of their job in CBIC

KMO Result		0.728
Bartlett's Test	Approx.Chi-Square	14367.264
	dof	496
	Sig.	.000

Estimated KMO value is found to be 0.728 > 0.6 and confirms the adequacy of the samples size and thereby positively support the continuation of factor analysis. The finding also exhibits that estimated p value of Bartlett's test, 0.00 < 0.05 and specifies the correlation among the test variables and support further proceedings with EFA.

9.6 Findings Related to the Communality of the Variables:

The factor analysis conducted on employee responses from CBIC reveals strong communalities, with all variables having extraction values above the acceptable threshold of 0.4, indicating that each item's variability is well explained by the factors. The highest communality was observed for the item "Those who work in CBIC are seldom rewarded" (0.958), while the lowest was for "My job in CBIC is enjoyable" (0.429). The analysis extracted nine components with eigenvalues greater than 1, cumulatively explaining 77.733% of the total variance, which is robust. The Varimax-rotated component matrix showed that items clustered well under distinct factors, highlighting key dimensions such as compensation, promotion opportunities, supervisor competence, benefits, recognition, organizational procedures, workload, coworker relations, job meaningfulness, and communication. These findings underscore the multifaceted nature of employee perceptions within CBIC, with meaningful differentiation across the extracted components.

Identification of the Interrelationship between Person-Job Fit and Job Satisfaction with respect to the employees of CBIC:

One of the important objectives of the present research is to investigate whether there is any interrelationship between the Job-satisfaction of the employees of Central Board of Indirect Taxes and Customs and their perception about Person-Job Fit. As discussed in the earlier chapter, to estimate this interrelationship, two indices have been estimated. The first one was related to the estimation of the index of Job-satisfaction and for that primarily the factor scores of the nine factors were computed and after that the factor scores of all the factors were summated to estimate the "Overall Job-satisfaction Score". The index of Person-Job Fit is also computed, but in this case the index of Demand-Ability Fit and Need-Supply Fit are computed separately.

A multiple regression analysis was then administered to identify the interrelationship among Job-satisfaction of the employees and the constructing components of Person-Job Fit. The Overall Job-satisfaction Score is considered as the dependent variable and Demand-Ability fit and Need-Supply fit is considered as the independent variables. Thus, the relationship is as follows:

Job-satisfaction = f (Person-Job Fit Dimensions) = f (Demand-Ability Fit, Need-Supply Fit)

The findings of the regression analysis are as follows:

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Results of Regression Analysis

Table XII: ModelSummary[b]					
Model	R	R^2	Adjusted R^2	Std. Err.	DurbinWatson
1	.749[a]	.561	**.560**	1.99110	1.717
a. Predictors: (Constant), FS_NSFit, FS_DAFit					
b. Dependent Variable: JSS_Score					

Table XIII: ANOVA[a]						
Model		Sum of Squares	dof	Mean^2	F	Sig.
1	Regression	2480.375	2	1240.188	312.826	**.000[b]**
	Residual	1938.625	489	3.964		
	Total	4419.000	491			
a. DependentVariable: JSS_Score						
b. Predictors:(Constant), FS_NSFit, FS_DAFit						

The findings show that the value of Adjusted R^2 is 0.560 with a corresponding p-value 0.000. This confirms that value of Adjusted R^2 is statistically significant. The value of Adjusted R^2 signifies that 56% of the variability of the dependent variable, Job-satisfaction, has been explained by both D-A Fit and N-S Fit.

The Durbin-Watson test is a statistical test that detects autocorrelation in the residuals of a regression model and the test statistic of this test is a value between 0 and 4, with an acceptable range of 1.5 to 2.5. A value of 2 or nearly 2 indicates no autocorrelation. Here, the estimated value of this test is 1.717 which is close to 2. This finding indicates that the regression analysis does not suffer the problem of autocorrelation.

The values of VIF are also considered to measure whether the collinearity is posing serious problem to the predictor variables. The estimation of VIF is necessary to check the level of collinearity among them within a multiple regression. According to Norman R. Draper and Harry Smith (1998), small values of VIF, such as VIF < 3, indicate significantly low correlation among predictor variables. They estimated the cutoff value of VIF, which is 5. Thus, as per their observation, variables with VIF < 5 should be included in the model. Here the value of VIF is 4.255 < 5. Thus, this could be stated that the model does not suffer much problem related to multicollinearity.

Table XIV: Coefficients[a]								
Model		Unstd.Coef.		Std.Coef.	t	Sig.	CollinearityStatistics	
		B	Std.Err.	Beta			Tol.	V.I.F.
1	(Constant)	-.071	.090		-.795	.427		
	FS_DAFit	**.388**	.084	.285	4.607	**.000**	.235	**4.255**
	FS_NSFit	**.696**	.088	.487	7.889	**.000**	.235	**4.255**
a. Dependent Variable: JSS_Score								

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All the independent variables of the model are identified as statistically significant as all the p-values are 0.000 < 0.05. The value of unstandardized coefficient associated with the Factor Score of Demand-Ability Fit is 0.388. This means, one unit change in Demand-Ability Fit will affect Job-satisfaction by .388 unit. Similarly, for the factor score of Need-Supply Fit, the value of unstandardized coefficient is .696. The value of unstandardized coefficient denotes that one-unit change in the level of Need-Supply Fit can change Job-satisfaction by .696 unit.

10. CONCLUSION:

This research was committed to assess dimensions of Person-Job fit, particularly focusing on Demand-Ability fit and Need-Supplies fit, and also to estimate their influence on satisfaction of the employees from their job, with respect to the PSU, Central Board of Indirect Taxes and Customs (CBIC). The findings serve a major role of identification of Person-Job fit dimensions and also validating the Cable and DeRue (2002) given theoretical constructs. Moreover, the study highlights that both Demand-Ability and Need-Supplies play in shaping employee satisfaction, particularly in the public sector, where job demands are often rigid, and organizational support is essential.

The findings revealed that fit of Demand – Ability and Need-Supply, both are statistically significant predictors of job-satisfaction. Both of them are found to have statistically significant impact on Person-Job fit. Most of the previous studies have discussed the interrelationship from the theoretical perspectives and the empirical validation of the theoretical structure was scarcely found. The present study fills up that gap and provided empirical validation to the theoretical proposition. The dimensions of both P – J Fit and Job-satisfactionare clearly identified along with their constructing components. Furthermore, the interrelationship is also measured with the help of a regression analysis. The individual impact of D – A fit and N – S Fit on the employee satisfaction, is also estimated. Thus, the theoretical construct has received empirical validation. Studies in this field are mostly conducted in the private sector organizations, while the present study is conducted in a prominent public sector organization, which is not done previously in the Indian context.

Findings of this study will provide pragmatic insight to the policy makers while designing a particular job. Further research in this could be conducted where the importance of dimensions of P-J fit, could be tested in the context of Person-Organization fit. Impact of D-A and N-S fit could also be tested for other employee outcomes such as employee commitment and turnover intentions, and longitudinal researches in this field could also be conducted to validate the theory in extended timeframe.

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